HUMAN RESOURCES

Mission

Human Resources supports Oklahoma State University's tradition of excellence by providing effective leadership in an ethical and professional manner by anticipating needs and trends for OSU and the OSU/A&M System.

Vision

Human Resources will:

- Be transparent by supporting and maintaining an environment that enables people to accomplish their mission;

- Provide processes and procedures that enable all university partners to focus energies toward achieving unified and significant goals;

- Provide services that enhance the quality of university life;

- Lead through performance accountability; and

- Be a model for effective communication, collaboration, coordination, and positive change within the OSU and A&M Systems.

Core Values

Excellence - We seek excellence in all our endeavors, and we are committed to continuous improvement.

- We insist upon high standards by:
  - Challenging each other to do our best;
  - Adapting to a dynamic, changing environment;
  - Encouraging continual professional growth through training; and
  - Recognizing and rewarding exemplary performance.

Integrity - We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

- We always do what is right by:
  - Relying on each other to uphold the highest standards of ethics and honesty;
  - Standing up for what is right;
  - Communicating openly, clearly, and completely while addressing challenges directly and respectfully; and
  - Living up to our word.

Service - We believe that serving others is a noble and worthy endeavor.

- We exceed the expectations of others by:
  - Working together as a seamless team to deliver quality service;
  - Providing service in a courteous, timely, accurate and professional manner;
  - Taking pride in our accomplishments; and
  - Celebrating our successes.

Intellectual Freedom - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity - We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

- We treat people with courtesy, dignity and consideration by:
  - Creating an open environment that fosters communications;
  - Seeking to understand each person's point of view;
  - Valuing the diverse contributions of individuals; and
  - Recognizing the wholeness of the individual by encouraging balance among professional, personal, and family commitments.

Stewardship of Resources - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

- We handle all resources as if they were our own by:
  - Protecting health and welfare of employees, including privacy;
  - Balancing costs with needs and wants;
  - Setting and communicating prioritized goals critical to our success; and
  - Prudently applying regulatory and statutory rules at all levels.

Goals, Critical Success Factors, Objectives, and Strategies

Goal One: Technological Enhancement - Improve operational efficiencies and convenience of services by developing and utilizing best business practices and technologies.

Critical Success Factors:

- Increase in e~Print applications
- Decrease in printed reports
- Increase in transference of electronic data with vendors
- Decrease in paper for applicant and employee benefit systems
- Decrease in paper in personnel records

Objectives:

Objective 1.1: Eliminate paper processing of all forms and reports.

Strategies:

- Exchange data with vendors electronically.
- Send and receive employee State Insurance Plan data electronically--no forms.
- Enroll employees in TIAA-CREF electronically.
- Enroll employees in benefit programs electronically.
- Use Web for Employees for flex and other benefit enrollments.
- Add Labor Distribution information to WebFOCUS applications.
- Ready WebFOCUS personnel actions for change to employment status.
- Process employment actions electronically.
- Implement electronic employment system.
- Ready all files for imaging and convert to imaging of files.
- Distribute Inside Information and other information by email.

Goal Two: Fiscal Stability - Promote effective utilization of financial assets and maintain a strong viable fiscal condition.

Critical Success Factors:

- Increase number of positions with broadbanded hiring ranges
- Close the gap between OSU pay to market comparison on staff positions
- Peer parity (Big 12) on benefits

Objectives:

Objective 2.1: Acquire, analyze, and disseminate comparative data to implement cost effective total compensation programs**.**

Strategies:

- Determine how we compare with Big 12 institutions.
- Determine how we compare with Higher Education.
- Determine how we compare in the community.
- Determine how we compare over time.
- Develop effective total compensation programs to meet the dynamic, on-going needs of the institution.
- Rebid and expand life insurance program.
- Review LTD.
- Institute health waiver and premium conversion.
- Track forfeited sick leave.
- Enhance retirement program.
- Investigate early retirement incentive programs.

Goal Three: Outreach/Communications - Improve our customers' perception of Human Resources as being their advocate.

Critical Success Factors:

- 30% of customer satisfaction surveys
- 100% evaluation of training and benefit programs
- 100% of HRStar certifications in key 100 departments
- 95% new staff hires completed New Employee Orientation within three months of hire

Objectives:

Objective 3.1: Strengthen our relations with customers by developing effective methods of information distribution and improve effective communications and timing of communications to reach all constituencies.

Strategies:

- Improve communications to employees.
- Analyze and revamp New Employee Orientation program.
- Create one-page handout for Leave Without Pay.
- Develop and put in service a Customer Survey for Employee Services.
- Improve communications to administrative processors.
- Train and certify one person in 50 of the key 100 departments in HRStar Program.
- Present WebFOCUS as a well-known, user-friendly access to data by presentation to administrative officers.
- Create workers' compensation information for administrative processors.
- Improve communications to managers/supervisors.
- Conduct annual visit with deans and vice presidents.
- Develop Eligibility for Benefits handout for hiring officials.
- Update Policies and Procedures.

Objective 3.2: Encourage and facilitate the development of methods for routine and emergency communications throughout OSU.

Strategies:

- Work with OSU Safety to establish and communicate notification systems.

Goal Four: External Relations - Develop relationships with external constituencies to enhance and/or simplify the Human Resource processes.

Critical Success Factors:

- All exempt employees participate in local, state, and national associations
- 5 presentations per year to local, state, and national audiences
- 1 local, state, and national award per year
- All policies revised within past five years

Objectives:

Objective 4.1: Revise policies and statutes to enhance and simplify processes to meet the requirements of the changing world business environment.

Strategies:

- Review all policies annually to determine prime targets for revision.
- Review key state legislation to determine need and revision.

Objective 4.2: Develop relationships with other institutions of higher education, state, federal, and city leaders focusing on means to improve and streamline higher education processes.

Strategies:

- Become an HR strategic business partner with areas.
- Improve OTRS for OSU employees.
- Work with OU to eliminate inequities in OTRS and change eligibility.
- Be a leader in the HR community, both locally and nationally.
- Participate in at least two regional and national presentations.
- Continue leadership roles in professional organizations.

Goal Five: Physical Integrity - Promote and maintain an inviting campus environment that captures the heart and mind by influencing the quality of life on campus.

Critical Success Factors:

- Workers' compensation accidents and lost work days 25% below national level
- Decrease in actuarial determination of workers' compensation liability
- Use of system wide ID instead of social security number as identifier
- Increase by 50 each year of OSU Ambassador graduates

Objectives:

Objective 5.1: Promote and maintain an impressive atmosphere that fosters a pleasant, safe and secure campus environment.

Strategies:

- Protect confidentiality of personal information.
- Institute Campus (System)-Wide ID (CWID).
- Promote service orientation of faculty and staff.
- Promote Ambassador Program by use of grant funds or scholarship program.
- Identify new ways to focus OSU efforts on customer service.
- Gain a grant to do diversity training.
- Apply for grants to enhance training opportunities.

Objective 5.2: Promote a campus environment where both indoor and outdoor activities can be conducted comfortably and uninterrupted.

Strategies:

- Promote safe, accident-free work environment.
- Collect and analyze accident information for accident prevention.
- Collaborate with Environmental Safety to reduce accidents.
- Promote safety through additional training opportunities.

Goal Six: Empower People - Foster an environment of creativity and innovation that encourages personal empowerment and contributes to individual well being, motivation, and satisfaction.

Critical Success Factors:

- 25% increase in participants to seminars each year
- 10% increase in number of certificate graduates each year
- 95% participants in New Employee Orientation each year
- 20% increase in Career Development Plans each year
- Increase in Career Development Plan advancements
- 100% OSU Ambassador Certification of nonexempt OSU HR personnel within one year of hire
- 100% OSU LDP Certification of supervisory OSU HR personnel within one year of hire
- 100% participating in New Employee Orientation of OSU HR personnel within three months of hire
- 100% Career Development Plans for all OSU HR personnel in bands one through four.

Objectives:

Objective 6.1: Attract and retain qualified personnel**.**

Strategies:

- Develop and promote self-sufficiency systems.
- Enhance Web for Employee information.
- Establish computer self-service kiosks for employee access of HR information.
- Partner with units to institute Career Development Plans for employees.